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85-1313

10 April 1985

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM:

Deputy Director for Policy, Analysis  
and Evaluation/OP

SUBJECT: Personnel Management Advisory Board

1. Attached is the material which I have been able to locate on the Personnel Management Advisory Board, including the 1979 "charter" and the 1980 revised charter.

2. In this iteration I propose to have the meeting first and, if we can do some good, then worry about a charter. I have spoken with all of the Associate Deputies and all that remains is to find a mutually convenient time for our meeting. I am certain that our session will be extremely useful to this office and hopeful that you will find it helpful.

Attachment

DD/PA&E  (10Apr85)

## Distribution:

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PLANS 77-6812

28 NOV 1977

DD/A Registry  
19-3663

Executive Registry  
79-2746

MEMORANDUM FOR: Deputy Director of Central Intelligence  
THROUGH: Deputy Director for Administration  
FROM: Harry E. Fitzwater  
Director of Personnel  
SUBJECT: Personnel Management Advisory Board

1. Action Requested: It is requested that you approve the recommendation contained in paragraph 3.

2. Background:

a. This is a proposal in response to a discussion of a personnel management concept by members of the Executive Committee on 26 November 1979. The concept proposes a Board of senior representatives from each of the Career Services who would discuss and resolve personnel management problems of Agency concern and advise the Office of Personnel in the development of personnel management policy proposals. It is considered that the Board could bring more uniformity to personnel management and improve the movement toward a one-Agency personnel system.

b. The following is the proposed Board composition and operating procedures:

(1) Members will be either the career management officers of the five Career Services or other designated senior officers who are currently involved in personnel management.

(2) The Board will be chaired by the Director of Personnel and the Chief, Policy Staff/Plans and Control/Office of Personnel (C/PS/P&C/OP) will act as the secretariat.

(3) The Board will be an advisory body to the Director of Personnel, the Executive Committee and the DDCI.

SUBJECT: Personnel Management Advisory Board

(4) Board meetings will be held at least monthly or on an ad hoc basis as time critical items need to be discussed.

(5) A prepared agenda will be distributed to members in sufficient time to resolve internal Career Service position coordination prior to the meetings.

(6) The Board will not only propose new policy in personnel management but will consider resolutions to personnel management problems of a general Agency concern.

(7) The C/PS/P&C/OP will be responsible for preparing the agenda and any necessary paperwork for discussion at the meetings.

(8) Members will be responsible for ensuring that steps have been taken for coordination of Board proposals within their Career Services prior to submission to the DDCI.

(9) Proposals will be submitted to the DDCI/Executive Committee by the Director of Personnel.

3. Recommendation: It is recommended that you approve the above concept and that I be authorized to contact each of the Career Services to implement the proposal.

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APPROVED:

Deputy Director of Central Intelligence

DISAPPROVED:

Deputy Director of Central Intelligence

DATE:

Distribution:

Orig - Return to D/Pers

1 - DCI	2 - DDA	1 - C/PS/P&C/OP
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1 - ER	1 - DD/Pers/P&C	1 - HEF Chrono

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2 January 1980

MEMORANDUM FOR: Personnel Management Advisory Board Members

FROM :

Secretary, Personnel Management Advisory Board

SUBJECT : Minutes of the Personnel Management Advisory Board,  
20 December 1979

1. The Personnel Management Advisory Board met on 20 December to discuss a Charter for the Board and a proposed outline of a CIA Personnel Management Handbook. The Director of Personnel chaired the meeting:

Messrs. [redacted] were present. [redacted]

attended part of the meeting as an observer. [redacted]

2. In opening the meeting Mr. Fitzwater indicated the stress the DCI and DDCI place on personnel management and that the establishment of this Board displays their interest as they desire additional mechanisms working toward enhancing the personnel management system within the Agency. Mr. Fitzwater welcomed the Board members, expressed his appreciation for the calibre of members named by the Heads of the Career Services and said he would be soliciting innovative, constructive and positive advice from the Board on personnel policy proposals and solutions to Agency personnel management problems. [redacted]

3. The proposed Charter was discussed. It was proposed and agreed that the goal of the Board should be "to achieve improved personnel management throughout the Agency." The question of alternate members was raised. However, as the DCI wished the Board to be composed of senior officials able to reflect the views of their career service, alternates would not seem appropriate. It was agreed that the Board would meet only when all principal members can be present. In discussing the role of the Board it was agreed that it would be advisory to the Director of Personnel. In reviewing the functions of the Board, [redacted] suggested that there may be a need to task elements other than the OP Policy Staff for studies. It was agreed that this could be done but tasking other elements would be through the OP Policy Staff. [redacted] in discussing procedures, supported the members having ten days to review and coordinate agenda items and related staff studies prior to a Board meeting. Mr. Fitzwater assured the Board members that the ten day review time would be followed whenever possible. [redacted]

4. The outline of the proposed CIA Personnel Management Handbook was reviewed. Mr. Fitzwater indicated that each chapter would be developed

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25X1 separately; the handbook was envisioned as a loose-leaf document with  
25X1 appendixes for specific career service procedures; and would not duplicate  
25X1 subjects contained in an Employees Handbook. [ ] suggested that  
25X1 the introduction include the fundamentals of CIA personnel policy and  
25X1 discuss individual and career service needs. [ ] suggested that  
25X1 vacancy notices and rotational assignments not be included under the  
25X1 general topic of assignments but merit separate chapters due to interest  
25X1 in these topics by employees. In discussing rotational assignments Mr.  
25X1 [ ] suggested highlighting the availability and usefulness of rotations  
25X1 outside the Agency, like to RMS or State. In addressing evaluations, Mr.  
25X1 [ ] suggested that the Agency policy on the three-year trial employment  
25X1 period should be covered. All members agreed that a chapter on grievances  
25X1 in relation to the personnel management system should be included. The idea  
25X1 of reviewing each chapter independently was favored as this will afford an  
25X1 opportunity for a zero base study of the subject matter policy. [ ]

25X1 5. Mr. Fitzwater identified topics the DCI and DDCI want the Board  
25X1 to discuss in subsequent meetings. These are: Uniform precepts and  
25X1 guidelines for all career service boards and panels; the feasibility of  
25X1 one panel to review within career services all common positions at the  
25X1 GS-13 and GS-14 and GS-07 and below level; the feasibility of an annual  
25X1 promotion cycle with selectees being notified but receiving the actual  
25X1 promotion as headroom becomes available; and, mandatory vacancy notices  
25X1 for certain occupational categories. A general discussion followed of  
25X1 areas to be studied in these topics. [ ]

25X1 6. The Board members agreed to a regularly scheduled monthly meeting  
25X1 on the fourth Thursday of each month at 1400 hours. The next meeting will  
25X1 be on 24 January 1980. [ ]

Att: Revised Charter

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## PERSONNEL MANAGEMENT ADVISORY BOARD CHARTER

### I. Purpose

Consider personnel management problems of Agency concern and make recommendations toward their solution.

### II. Goal

To achieve improved personnel management throughout the Agency.

### III. Composition

- A. Chairman: Director of Personnel
- B. Members: Senior representatives from each of the five Career Services
- C. Secretariat: Chief, Policy Staff, Plans and Control, Office of Personnel.

### IV. Role

Advisory to the Director of Personnel in the development of personnel management policy and resolutions of personnel problems of common concern.

### V. Functions

- A. Discuss identified personnel management problems or policy issues.
- B. Recommend staff studies be developed through the Policy Staff of the Office of Personnel on solutions to problems or development of policy.
- C. Obtain coordinated Career Service positions on staff studies and agenda items for Board meetings.
- D. Recommend to the Director of Personnel proposed solutions to personnel management problems or suggested policy on personnel management.

VI. Procedures

A. Board meetings will be regularly scheduled on the fourth Thursday of each month or when necessary. When a principal cannot be present, the meeting will be rescheduled so all members can be present.

B. A prepared agenda and related staff studies will be provided members ten days prior to the scheduled monthly meetings by the Board Secretariat.

C. When appropriate, Board proposals will be submitted by the Director of Personnel to the DDCI/Executive Committee.



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PMAB LOG

<u>TOPIC</u>	<u>NO. OF MEETING</u>	<u>DATE</u>	<u>RESULTS</u>
<u>1979</u>			
1. Proposed Charter	1)	20 Dec. 29	Agreed on goal and role - reviewed functions and procedures
2. Proposed Outline of CIA PMHB	" "	" "	Suggested several items to be included. Favor reviewing each Chapter independently
<u>1980</u>			
3. Uniform precepts for CIA personnel evaluation boards and panels	2)	29 Jan. 80	Recommended with modifications, some rewording and editing.
4. Staff Study on mandatory use of vacancy notices Agency-wide for certain positions common to more than one career service	3)	21 Feb. 80	Suggested vacancy notices be required when no suitable candidate in occupational series is within the office where vacancy occurs. Suggested, depending on occupational series, 2 types of required notices - among all career services or between 2 career services. Reviewed series & identified those vacancies which would be mandatory for each type.
5. Staff Study on Career Advancement opportunities for senior secretaries	4)	19 Mar. 80	Agreed to submit Study with modified recommendations.
6. SIS Support Staff document "Senior Officer Development Program"	5)	10 Apr. 80	Supported philosophy and policy of program but thought implementation procedures could be included in annexes.
7. Staff Study on annual promotion cycle	6)	23 Apr. 80	Supported continuing present Agency policy.
8. Agency-wide publications of abstracts from Component Advance Staffing Plans	" "	" "	Supported with reservations. Supported making entry-level job information (recruitment guides) available to Personnel Officers & Counselors Agency-wide. Supported publicizing availability of entry-level position counseling in

PMAB LOG

<u>TOPIC</u>	<u>NO. OF MEETING</u>	<u>DATE</u>	<u>RESULTS</u>
9. Sabbaticals for SIS	7)	12 May 80	Supported with modifications
10. Integrating major Agency personnel management planning and reporting instruments	" "	" "	Suggested plan be developed after determining realistic information requirements.
11. Career Service Wide Personnel Evaluation of Employees in Like Career Disciplines	" "	" "	Proposed current evaluation system not be changed.
12. Policy change - single grade to 2-grade promotions for Professional employees GS-07 - GS-11	8)	21 Jul. 80	Recommended continuing Agency's single grade promotion cycle.
13. "Staff Study Number Two on Annual Promotion Cycle" (addition to agenda)	" "	" "	Supported option of semi-evaluation board & panel meetings when needed. No support for changing promotion system.
14. Staff Study on Merit Pay	9)	13 Aug. 80	Recommended not to adopt but monitor & assess effects in other agencies and re-evaluate later.
15. Annual Promotions System proposed	10)	5 Sep. 80 (Special)	Recommended proposal B to cover all professional and technical promotions below SIS-4 and for clerical promotions to GS-8 and above.
16. SIS Rank Stipend and Performance Award Procedures	11)	15 Sep. 80 (Special)	Supported proposals and recommended that parent Career Service, rather than Career Service assignments, recommend awards and stipends.

1981

17. Applicant & Employee of 80s	12)	2 Feb. 81	No action; info only
18. Flexible Trial Periods	" "	" "	NOT approved but document reservations on 1152.
19. SIS Pay Scale Concept Paper	13)	17 Apr. 81	Shelve

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<u>TOPIC</u>	<u>NO. OF MEETING</u>	<u>DATE</u>	<u>RESULTS</u>
20. PAR date for GS-15s	13)	17 Apr. 81	Recommended but postponed implementation pending receipt of new DDO schedule; later, no DDO change, date change approved by D/Pers.
21. PAR Survey Report	14)	20 Jul. 81	No action.
22. PA Action Plan	"	" " "	Approved redesigned form, abolition of EOP; revised AWP.
23. Compensation Plan for CIA	15)	12 Aug. 81	No action; info only
24. AWP revised 1/7/81	"	" " "	Agreed to modification of form & making it voluntary to the extent that OHs would decide where it appropriate, but mandatory for SIS & "problem cases"
25. PAR system modifications	16)	14 Dec. 81	Agreed redesign of AWP form making it mandatory (DDCI direction)
26. Personnel Management Items	"	" " "	No action; info only
<u>1982</u>			
27. Personnel Evaluation Precepts Review	17)	6 Jan. 82	Reviewed report, considerable action. Also additional items to be "studied"
28. Spouse Program Paper	18)	26 Mar. 82	Approved change to WAE with other modifications.
29. Revisit PAR & AWP forms & instructions	"	" " "	Approved with minor modifications
30. SIS Sabbaticals	19)	28 Jun. 82	Approved suggesting combining SIS Notices 4 & 13
31. Overtime Donation Policy	20)	18 Oct. 82	Recommended that 8 hour donation be abolished and that management-directed overtime be paid regardless of grade. Referral to [ ] for impact of policy change.
32. Promotion Panel Evaluation of Secretarial & Clerical Employees	"	" " "	Agreed that formal panels should be optional for GS-06 level and below

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